

Eco Impact Checklist

Title of report: Housing IT Transformation and re-procurement of contracts for critical housing solution systems

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Anticipated date of key decision: 14th December 2021

Summary of proposal:

Seek Cabinet approval to:

- implement and deliver a housing IT transformation programme, that includes procurement of multiple systems reaching end of life or end of contract
- re-procure three critical IT applications: a housing management system, housing needs system and an asset management system. All three applications are currently delivered under a single contract with Civica (CxHousing, Abritas and Keystone applications) which expires in May 2022

Cabinet is asked to approve the progression of this work, which is a key decision given the costs associated.

Context:

Housing IT transformation programme

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best possible IT solutions available.

To manage these opportunities, it is proposed that a housing IT transformation programme is developed and implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support delivery of Moving Forward Together, our service transformation plan.

The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- Solutions to enable a greater degree of self-service for residents
- addressing issues raised through internal audits, relating to the need to improve systems and processes
- filling known IT 'gaps' such as a job costing solution that would allow greater insight into costs and how to deliver value for money.

It is estimated that the next phase of work, developing an Outline Business Case, will cost up to £775k. Most of these costs (£665k) would be met from the Housing Revenue Account. Provision has been built into the 2021/22 HRA Budget and medium-term financial plan for IT transformation. The budget requirements are for resources that will:

- undertake detailed planning and mobilisation (Jan 2022)
- develop requirements (Jan/Feb 2022)
- identify solutions and undertake soft market testing (Feb/March 2022)
- soft market testing and option appraisal (March/April 2022)
- determine recommended procurement approach (April 2022)
- procurement phase planning (May 2022)

- deliver Outline Business Case (May 2022)

Cost are high as there are multiple systems reaching end of contract or end of life, and multiple workstreams required. Inhouse resources are limited and will need to be bolstered through recruitment for temporary or fixed term resources.

The workstreams included are:

- Procurement of systems reaching end of contract: housing management system, housing needs register, asset management system, field management services and private housing case management services.
- Identifying solutions for IT 'gaps': job costing solution, building compliance & information management, digital services and data & analytics.

Due to the time needed to reprocur and implement new IT applications we cannot avoid the need to extend the use of our existing suite of systems: CxHousing (housing management system), Abritas (housing needs) and Keystone (asset management system). We aim to do this in the most cost- effective way whilst also ensuring flexibility to extend the arrangements if needed or to give notice on the contract. Re-procuring our existing systems ensures that H&LS continue to have access to its three critical line of business applications when the contract ends in May 2022, providing Housing with stable systems whilst it is completing the procurement exercise on the three solutions in scope

The detailed requirements for each application have yet to be identified

Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	<p>Positive impact from procurement of a new asset management solution:</p> <ul style="list-style-type: none"> - Assumption that IT systems on the market have greater capabilities management of asset data (inc. energy) and modelling of investment programmes. - Opportunity to review data available, identify gaps and make better use of asset data to model investment programmes (more energy efficient homes) - Opportunity to explore the introduction of 'smart tech' / AI in BCC stock, new capabilities with BIM technology - Opportunity to choose solutions that allow lifecycle costing and carbon emissions to be valued <p>Opportunities given with procurement of new field service / resource scheduling solution:</p> <ul style="list-style-type: none"> - Review of the responsive repairs process end to end from the lens of reducing carbon emission produced - Existing solution has customisations that may hinder the efficient scheduling of routes taken by trades operatives and surveyors. Opportunity to review and simplify business priorities and rules <p>Opportunities from improvements to housing's digital services and contact centre:</p> <ul style="list-style-type: none"> - Increase in services available online / self-serve reduce need for BCC tenants to either call the contact centre or travel to the Citizen Service Center - Opportunity to explore CRM capabilities (e.g., knowledge articles, virtual assistants, chatbots...) to reduce the need for a callout when it can be avoided. 	n/a

			<p>Opportunity for housing to procure solutions with hosting solutions that have a lesser environmental impact than current hosting option (cloud computing vs on premise).</p> <p>Opportunity through data and analytics (housing data and other) to make evidence-based decisions across the service:</p> <ul style="list-style-type: none"> - Better data and use of technology to assess the state of our asset, the utilisation of fleet, materials used, smart homes capabilities / AI... overall with the potential of reducing Housing's environmental impact. 	
Bristol's resilience to the effects of climate change?	No		No change (see summary).	n/a
Consumption of non-renewable resources?	No		No change (see summary).	n/a
Production, recycling, or disposal of waste	No		Digitisation of remaining paper-based processes will reduce	n/a
The appearance of the city?	No		No change (see summary).	n/a
Pollution to land, water, or air?	Yes	+tive	Review of existing rules and implementation of more efficient travel scheduling parameters have the potential of reducing overall mileage and carbon emissions from the vehicles used by the Responsive Repairs service (c. 300 staff, most with a vehicle).	n/a
Wildlife and habitats?	No		No change (see summary).	n/a

Consulted with:

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The proposal is to continue to with the current software and usage for a couple of years but to start a major procurement campaign to identify up-to date IT solutions. It should be noted that the existing travel optimisation and efficient asset management benefits will continue for the next couple of years.

At this stage of the programme, it is anticipated that the procurement of new IT solutions is unlikely to have significant environmental impacts but may offer opportunities to reduce Housing's environmental impact in the future through process review, improvements to travel optimisation, more efficient asset management deriving from improved data.

Checklist completed by:

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